

COMBATANT COMMANDS INFORMATIONAL SERIES:
USACOM

A Research Paper

Presented To

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Air Command and Staff College

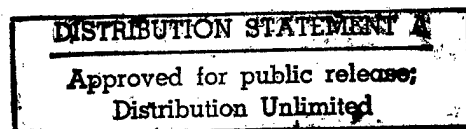
In Partial Fulfillment of the Graduation Requirements of ACSC

by

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Preface

Our team acknowledges the efforts of CDR MacCrea in guiding this project to fruition. Additionally, we thank Lt Col Dave Nichols, USACOM J-7 directorate, for sponsoring the ToolBook from within USACOM. We also thank Lt Col Charlie Sparkman, JTASC, for providing a wealth of material for this project and finally, we thank CDR Kent Doorey and Maj Pete Costello, USACOM, for providing us the latest versions of the CINC's policy directives and the most current briefings to the Joint Staff.

Abstract

This project introduces the reader to *the* command of the United States. If you have time to study only one command, this is the one and this ToolBook is the vehicle to get you there. The Combatant Commands Informational Series is designed to identify the roles, functions, responsibilities and Area of Responsibility (AOR) of the unified commands. Its primary focus is to introduce potential joint staff officers to these commands. Additionally, this research should also prove valuable to the military education system as curriculum support material, specifically, Air Command and Staff College's Joint Operations and Strategic Structures Regional Studies curriculums, as well as, the ACSC Distance Learning programs. Our research centered upon USACOM's missions and roles. Students conducted extensive research including interviews with command staff experts, library searches and 'surfing' the Internet. Researchers then consolidated their work into a 'ToolBook'—hypertext document which present graphics and text in an interactive, easily accessible format enhancing comprehension and retention of complex information. The long-range goal of this project is for each unified command to be covered by a ToolBook for Professional Military Education students and JSOs to refer to for basic, knowledge-level information. This 'encyclopedia' will be transferred to CD-ROM for distribution to students, faculty, the joint staff and unified commands.

Chapter 1

USACOM ToolBook

Importance

This project is a reflection of USACOM's desire to have a product that provides a comprehensive database of knowledge within a framework of their command briefing series. The purpose of this project is to compile data concerning USACOM into a concise, easy-to-use format. The numerous sources of varying mediums have been synthesized into a product that is a must for any professional. This ToolBook provides the reader with a single product, containing numerous sources, which conveys both a general and detailed level of knowledge. USACOM also requested that the product be capable of running efficiently on 486 level computers. Therefore, this product has only tapped a small portion of ToolBook's capability. We recognize the advantages of 'avi' files, but have chosen to exclude them from this project. Running a ToolBook with memory intensive 'avi' files on systems less than Pentium based with CD-ROM, causes severe degradation in speed. USACOM is extremely enthusiastic about the potential for this product to reduce the workload in their newcomer's indoctrination program.

This ToolBook project fills the void created by having numerous directorates and agencies telling the story of USACOM. It provides the reader with a single source of complete information on USACOM.

They are also highly interested in the Developmental Study submitted as an addendum with this project. This study highlights an area of particular concern for USACOM-interopability. Although not a part of the ToolBook, this study presents a picture of the type of research ACSC is capable of producing. The Developmental Study was very well received by USACOM. Because the study introduced USACOM to the types of research produced at ACSC, they are now actively pursuing topics to submit to ACSC for further research next year. The Developmental Study has accomplished its intended purpose, by tapping into a vein of interest in the research area for USACOM.

Sources

The sources used for the USACOM ToolBook can be divided into two categories—those used to document general information about United States Atlantic Command (history, organization, and missions) and those sources used to describe specific issues unique to the command. The former sources primarily came from within USACOM staff, while the latter from outside the command.

USACOM Specific Information Sources

The J-7 Directorate of USACOM provided the majority of the material used for specific information areas. The Command Briefing Series provided by J-7, established the framework for the ToolBook. The briefing series contained numerous Power Point computer graphics presentations from the various directorates. The bullet statements and

graphical depictions provided a basis upon which to build the remainder of the specific information sections. Equally important was the USACOM Strategic Planning Document, which the research team received in February. It contains the detailed strategy and concrete examples of USACOM's strategy and the command in action. The other two primary sources for information on the individual directorates and the USACOM training program were obtained via USACOM's Home page on the Internet and the Command Fact Sheets provided by the USACOM's Public Affairs Office.

USACOM General Information Sources

A variety of sources for general information were tapped for this project. The Joint Staff publications and manuals were invaluable resources for material pertaining to USACOM's importance at the national strategic level. DOD publications such as AFSC Pub 1, CJCS Instruction 3100.01, After-action Reports, National Military Strategy and the USAF white paper, Global Presence, provided the ToolBook with numerous viewpoints from outside the command. In addition, several ACSC lesson plans provided excellent insight into the Joint Operations area. Emphasis was given to incorporating the latest information available and to covering a variety of opinions. Lastly, all photos included in the ToolBook are either public domain or US Government owned.

Methodology

The USACOM Command Briefing Series and the Strategic Planning Document provided the design basis for the creation of the tutorial ToolBook as they are *the* authoritative sources regarding USACOM's policy, programs, and Area of Responsibility (AOR). The Command Briefing Series was used early in the research process, with the

information from the Strategic Planning Document incorporated into the final product when the draft became available in February 1996. The ToolBook was designed to conform to the Command Briefing Series flow. The briefing series contained many detailed graphs and presentations which enhance the message of the ToolBook. The addition of the material from the Strategic Planning Document added depth and breadth to the ToolBook. Because USACOM is moving toward a functionally based command while still retaining a war fighter role, specific country studies are not included. Instead, emphasis is given to organizational and mission description and current and future command issues. The USACOM ToolBook design also incorporates the ACSC ToolBook template standard and incorporates speed of execution, standardized presentation format, and concentrates upon useful information. The final product is an interactive command ToolBook which we feel presents the user a comprehensive, informative, and unclassified overview of USACOM.

Technological Innovations

The ACSC faculty offered a standard template upon which to build our ToolBook. We used it as a framework, but included some innovations to enhance the presentation of the material. The inclusion of numerous PowerPoint graphs produced a presentation problem.

This problem was overcome by including a reduced copy of the graphs on the main page, which can be expanded by clicking on the button upon which they are overlaid. The photos for the ToolBook came from numerous DOD sources and in various formats. This problem of having multiple color formatting (palette shift problems) within the

ToolBook was overcome by importing all photos into the Thumbs Plus program. This allowed us to import photos with the same format into established buttons on the page.

These buttons enhanced the ToolBook by allowing us to raise or indent presentations and make them sharper. Finally, USACOM has extremely diverse missions, requiring an abundance of supporting material to fully explain the various components. Therefore, we used *Hotwords* and hidden text extensively throughout the project. This accommodates those who have knowledge of certain areas by allowing them to choose not to display the material, and to those who don't by allowing them to fully explore the details. We feel these improvements were key to providing a comprehensive, yet succinct ToolBook on USACOM.

USACOM Overview

The U.S. Atlantic Command, with headquarters in Norfolk, Virginia, has a joint staff of Army, Air Force, Marine Corps, Navy and Coast Guard personnel. The command is organized into component, subordinate and special commands.

The mission of USACOM is to support and advance U.S. interests and policies throughout it's assigned area of responsibility (AOR); to provide combat-ready land, maritime and air forces to U.S. warfighting commanders-in-chief (CINCs); to conduct operations unilaterally or in concert with coalition partners and to train forces as joint units. The Commander in Chief of U.S. Atlantic Command also serves as NATO's Supreme Allied Commander, Atlantic.

The primary mission of the U.S. Atlantic Command (USACOM) is to provide military forces wherever they are needed throughout the world and to ensure those forces

are trained as joint units, capable of carrying out their assigned tasks. USACOM is also charged with providing forces for contingencies within it's own area of responsibility (AOR).

In its role as joint force provider, USACOM combines personnel and equipment into joint units ready to deploy in a crisis situation. In addition to its AOR, USACOM provides personnel and logistical support to the other regional U.S. unified commands: the European Command, Central Command, Southern Command and Pacific Command.

USACOM provides deployable joint force units at the request of the other commanders-in-chief or at the direction of the Secretary of Defense. USACOM tasks it's relevant component commands to provide assets as required. The component commands are the U.S. Army's Forces Command, the U.S. Navy's Atlantic Fleet, U.S. Marine Corps Forces, Atlantic and the USAF's Air Combat Command. Joint forces assigned by USACOM are authorized for deployment by the Chairman of the Joint Chiefs of Staff and the Secretary of Defense. Joint forces support a variety of missions such as: overseas presence, counterdrug operations, non-combatant evacuation, support for civil authorities and peacetime operations (e.g., humanitarian assistance and disaster relief).

USACOM ToolBook Outline

The USACOM ToolBook is designed to provide the reader with an overview of the United States Atlantic Command and the issues facing the command today and in the future. The hypertext book is divided into eight chapters which give the reader a working knowledge of USACOM's History, Roles, Operations, Stability Challenges, Theater Strategy, Military Capabilities, Recent Operations and ToolBook General Information.

Chapter One provides an introduction to USACOM command, history, organization, AOR and strategic environment. The command overview describes the mission, end state, vision and strategic objectives of USACOM. The history section includes a summary of events, capstone documents and commanders. The organization and its components are detailed next. The chapter concludes with a depiction of the USACOM AOR and US interests and objectives in the region.

Chapters Two addresses the USACOM roles of Trainer, Warfighter, Provider and Integrator. The Joint Force Trainer section covers in detail the three tier training system employed by USACOM. The Warfighter and Provider sections are graphically depicted along with concise explanations. This chapter concludes with the Force Integrator section which details USACOM's Tidewater advantages.

Chapter Three covers the AOR Operations. The Functions and Responsibilities section is subdivided into ten specific areas of coverage. The last three sections of the chapter describe in detail the on going primary missions of USACOM in Haiti, Guantanamo Bay Cuba (GTMO) and Counterdrug.

Stability Challenges are covered in Chapter Four. Regional Instability, Transnational Dangers, Weapons of Mass Destruction and Failures in the Former in Soviet Union are areas of primary concern for USACOM. This chapter provides the reader with a concise description of the problems and potential solutions.

Chapter Five provides a natural progression to the USACOM Theater Strategy to deal with these challenges. The strategy flows upon a continuum of Peacetime Engagement through Joint Forces used to Fight and Win. The Peacetime Engagement section details eleven missions areas in which USACOM is actively engaged to solve

problems early. Conflict Prevention explains the strategy to avert the escalation of hostilities. Should these strategies fail to prevent hostilities, the last two sections delineate the Joint Forces required to Fight and Win.

Chapter Six logically flows from the Strategy chapter by detailing the Military Capability necessary to field Joint Forces. People, Funding and Forces issues are also discussed in order to provide the reader with insight to the process necessary to field these forces.

Chapter Seven is the capstone of this ToolBook. It describes the Recent Operations of USACOM in the areas of Trainer and Provider. The Trainer section takes the reader on a journey through history and offers insight in the future of joint training. The Provider section shows USACOM in action in the recent past.

Chapter Eight, entitled 'General Information', contains several 'help' pages regarding the general design of hypertext books, as well as specific hints and tips on using the USACOM ToolBook. The chapter also includes an index and bibliography.

Chapter 2

Conclusions

This ToolBook and the accompanying developmental study provide the reader with a wealth of knowledge concerning USACOM. They accomplish the primary purposes of providing a detailed level of knowledge for courses offered at USACOM and Professional Military Education Institutions, as well as facilitating the working relationship between USACOM and ACSC in the area of research.

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